

# Leadership Competency Development Guide

## Competency Cluster: Maximizing Performance Results



### Competency: Thoroughness

**Definition:** Ensuring that one's own and other's work and information are complete and accurate; carefully preparing for meetings and presentations; following up with others to ensure that agreements and commitments have been fulfilled.

**Behavioral Indicators:**

- Ensures that the finished product or service is high quality
- Ensures assignment goals, objectives and completion dates are met

#### Developmental Activities

Developing/Practicing this Competency	Learning from Others	Sample Developmental Goals
<ul style="list-style-type: none"> <li>• Establish processes and procedures to ensure consistent work</li> <li>• Establish review procedures to ensure high quality work</li> <li>• Give clear assignments with due dates</li> <li>• Set up tracking systems on projects and assignments</li> <li>• Set clear performance expectations</li> <li>• Prepare agendas with objectives for all meetings</li> <li>• Require action items as part of all meeting minutes</li> <li>• Research books, videos and on-line resources on effective presentations</li> <li>• Learn to develop contingency plans</li> </ul>	<ul style="list-style-type: none"> <li>• Ask your manager to review team goals and action plans and provide feedback on thoroughness</li> <li>• Interview someone skilled in Project Management and learn what they do to ensure projects are complete, accurate, and completed on time.</li> <li>• Talk to other managers who have established processes similar to processes done in your unit and identify ideas you can use.</li> <li>• Observe people skilled at conducting effective meetings and giving effective presentations and identify things they do that you can apply in your own meetings and presentations.</li> </ul>	<ul style="list-style-type: none"> <li>• By May 10, I will work with my team to set up a tracking system for our procurement initiative.</li> <li>• During July, I will ask coworkers and my manager for feedback on the thoroughness of my work and how I might improve.</li> <li>• By October, I will interview two Project Planners to get ideas on how to plan our new IT project.</li> <li>• By November 30, I will ask Sam Masterson to observe a meeting I conduct and ask for his feedback.</li> </ul>



# Leadership Competency Development Guide for Thoroughness

This is not an exclusive list of resources. Please feel free to conduct your own search for more resources related to Thoroughness in civil service.

## Resources Index



[Definition, Behavioral Indicators,  
Developmental Activities](#)



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on-line and available for checkout



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## **Academic Journals and Books On-Line and Available for Checkout**



### **Academic Journals and Articles on Thoroughness**

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## **Courses On-Line and for a Fee**



[On-Line Courses on Thoroughness](#)

[Instructor-Led Courses on Thoroughness](#)





## Webinars



# Coming Soon!!



## Other Resource Links



[Basic Guide to Conducting Effective Meetings](#)

[Effective Meetings](#)

[How to run an effective meeting](#)

[Managing meetings](#)

## [Linked Documents](#)





## Academic Journals and Articles on Thoroughness

### [The Boss as Human Shield.](#)

The article focuses on managerial practices that can improve employee productivity and morale. It suggests that managers should avoid holding unnecessary meetings and states that while some meetings are necessary, they can become a time sink. It comments that managers should work to reduce interruptions and distractions among employees and eliminate burdensome organizational practices. It talks about the use of creative incompetence in performing useless tasks but cautions this should be used in small doses and with proper precautions. It mentions that good managers also need to balance their own needs with that of their employees or they risk burning out.

**Authors:** Sutton, Robert I.

**Source:** Harvard Business Review 88, no. 9 (September 2010): 106-128

### [Chapter 30: A Project Management Strategy for Six Sigma Projects.](#)

Chapter 30 of the book "The AMA Handbook of Project Management" is presented. It discusses the methodological combination of the Six Sigma business strategy and the project management approach. It cites that one of the objectives of the combination of the two approaches is to improve customer satisfaction by means of exceeding their expectations. It outlines the conceptual aspects of the Six Sigma business strategy, the project management conceptual framework, and the potential benefits from the combination of the two approaches.

**Authors:** Amaru Maximiano, Antonio Cesar, and Alonso Mazini Soler

**Source:** In AMA Handbook of Project Management, 384-398. American Management Association International, 2006.

### [Crunch Time](#)

The article focuses on the impact of working in crunch mode to meet tight deadlines on the operations of a company. According to the author, constant crunch mode in the company can cause burnout of employees, mutinies, and high attrition rates. Ramam Atmakuri, head of development of Invensys, stated that the situation can lower the quality of work because their projects were getting coding errors.

**Authors:** Sullivan, Tom

**Source:** PM Network 21, no. 12 (December 2007): 48-53

### [Getting it Done: Four Ways to Translate Strategy into Results.](#)

A recent survey indicates that many of today's business leaders believe their organizations are not only inadequate at implementing strategy but also unlikely to get better at this critical challenge. Other research on managers has identified four leadership behaviors that are useful in enhancing the execution of business strategy. [ABSTRACT FROM AUTHOR]

**Authors:** Yukl, Gary, and Richard Lepsinger

**Source:** Leadership in Action 27, no. 2 (May 2007): 3-7

### [Improving Project Performance with Three Essential Pieces of Information.](#)

The article discusses ways for improving project performance. Project refers to a temporary work conducted to one-time product, service or outcome. The stages of a project include beginning the project, organizing and preparing, conducting the work and closing the project. The important information required for establishing a successful project include a clear statement of desired results, a comprehensive list of individuals who are interested in or affected by the project, and a complete listing of all the needed project work.

**Authors:** Portny, Stanley E.

**Source:** Journal for Quality & Participation 33, no. 3 (October 2010): 18-25

### [Know How: The Project Manager's Guide to Getting it Done](#)

Eliminate Project Decelerators and Remove Barriers to Speed. We live in a time when everything keeps getting faster. That means your projects need to move too. Is your project cruising in the fast lane or stuck in traffic? [ABSTRACT FROM AUTHOR]

**Authors:** LaBrosse, Michelle

**Source:** Supervision 70, no. 2 (February 2009): 5

### [Meeting Project Deadlines under Uncertainty: An Alternative to the Critical Chain Method](#)

A fundamental problem in project planning and control (PPC) is the meeting of deadlines under conditions of schedule uncertainty and project workers with private information. The PPC process is complex, so an "optimal" method has yet to be found. The project management community is currently guided by heuristics; these include network planning and scheduling (including the critical path) as well as Critical Chain planning, which has become popular in the last decade. However, improved complex processes do not arise from analysis

alone; they depend also on what amounts to an organizational search process. In striving for better PPC methods, management scholars and practitioners should therefore search widely to explore a variety of approaches. This paper presents one case example of a company that has developed, through trial and error, an interesting alternative PPC system. In the general language of PPC methods, the system has four features that clearly differentiate it from other systems: (1) disciplined aggregate milestone planning combined with flexible weekly plans produced by the project teams themselves; (2) "visual" management that visibly shows the weekly status and promptly highlights problems; (3) fast problem resolution that offers project workers support and increases cross---task collaboration while reducing the workers' tendency to create individual time buffers; and (4) use of lower---priority projects as a capacity buffer rather than a project time buffer. After this system was implemented, the company's project management performance improved. One can never generalize from a single case study, but generalization is not the aim of this paper. Rather, we seek to provide PPC specialists (academics and practitioners) with one example of a successful alternative PPC system. As an effective "proof of existence" for such a system, the insights from this case study broaden the debate and, we hope, will invigorate further search for innovations in PPC methods. [ABSTRACT FROM AUTHOR]

**Authors:** Arnd Huchzermeier, et al.

**Source:** INSEAD Working Papers Collection no. 8 (January 26, 2011): 1-18

### [Practical Tools for Managers of Smaller Projects.](#)

The article focuses on several practical project management tools that managers of smaller projects can effectively use to increase the likelihood of their project's success. Project Selection is the first tool which further has two selection methods including Project Aspect Comparison Grids, and Pairwise Ranking. The Project Aspect Comparison Grids allows for the examination of the merits of potential projects based on multiple dimensions. Pairwise Ranking can be used to order the potential projects. Project Planning is the another tool which further is divided into three steps including Approach/Customer Needs Alignment Aid, Approach/Potential Problem Alignment Aid, and Program Evaluation and Review Technique for Estimating.

**Authors:** Hierstetter, Brad S.

**Source:** Defense AT&L 35, no. 1 (January 2006): 28-29

### [Project Leadership and the Art of Managing Relationship](#)

A tremendous amount of information and resources are available to today's project manager. Much has been written and documented about the craft and complexity of effective project management. If you conduct a search at a book retailer, you'll discover more than 2,500 publications on the subject. The

PMBOK Guide defines project management as the application of knowledge, skills, tools, and techniques to project activities to meet project requirements. It further defines the project manager as the person responsible for accomplishing the project objectives. While the tools and practices for achieving success in the interpersonal aspects of a project are not widely seen in project management training, many experts understand the importance. PMI recognizes that the project manager and her team need interpersonal skills, in addition to the resources of the PMBOK Guide and other technical skills and awareness (for example, application of area knowledge, understanding the project environment, and general management skills). The recently updated PMBOK Guide—Fourth Edition includes the new appendix G on interpersonal skills. Project success requires that project managers not only manage projects, but lead people. They must gain the knowledge, skills, tools, and experiences of other leaders to enable them to manage and lead both the technical and the people side of project management. [ABSTRACT FROM PUBLISHER]

**Authors:** Anderson, Barbara

**Source:** *T+D* 64, no. 3 (March 2010): 58

### [The Project Management Paradox: Achieving More by Doing Less.](#)

Many managers indicate that their organizations are very good at starting projects, but not so good at finishing them. According to this author, the reason most often cited is that marching orders change when other priorities are recognized. Employees find this extremely frustrating and wasteful, as it is difficult to make positive gains when managing on a sea of shifting priorities. The author suggests that there is a better way.

**Authors:** Linetsky, Barry L.

**Source:** *Business Journal* 72, no. 2 (March 2008): 1

### [The Role of Positive Psychology in Enhancing Satisfaction, Motivation, and Productivity in the Workplace.](#)

Positive psychology offers scope for enhancing satisfaction, motivation, and productivity in the workplace. Wiegand and Geller (2004, this issue) point to a number of strategies to enhance individuals' success orientation and conclude their discussion with the actively caring model which appears to be a useful means of representing pivotal facets of a positive and supportive workplace climate. The discussion in this article extends some of the concepts presented in their paper, adapts a model of motivation to develop the Occupational Motivation and Engagement Wheel, and also further discusses some particularly key strategies alluded to by Wiegand and Geller. These include a discussion of workplace resilience, authoritarian versus authoritative leadership/management styles, motivating workplace climates, personal bests, staff morale, flow in work, the value individuals attach to tasks and outcomes, and the centrality of

relationships in the performance context. The article concludes with a multi-level "broaden and build" framework for enhancing satisfaction, motivation, and productivity in the workplace. [ABSTRACT FROM AUTHOR]

**Authors:** Martin, Andrew J.

**Source:** Journal of Organizational Behavior Management 24, no. 1/2 (February 2004): 113-133.

### [Understanding the Role of "Vision" In Project Success.](#)

Rigorous applications of project management methodologies are responsible, though only partially, for project success. We argue, however, that a significant driver of project management success is effective and intelligent leadership communicated through an inspiring vision of what the project is meant to achieve and how it can make a significant positive impact. An information technology case study project is presented to illustrate how project vision provided and maintained commitment to a complex project that was judged successful when compared to similar projects despite the difficulties described. This success was substantially attributed to the project leadership group's use of a vision. [ABSTRACT FROM AUTHOR]

**Authors:** Christenson, Dale, and Derek H.T. Walker

**Source:** Project Management Journal 35, no. 3 (September 2004): 39-52



Book Title	Author	Publisher	Year	Call Number
<b>Better than Perfect: How Gifted Bosses and Great Employees Can Lift the Performance of Those Around Them</b>	Dale Dauten	Career Press	2006	HD53.D377 2006
<b>The Importance of Completed Staff Work: What it is, Why it is needed, How to do it</b>	Food and Drug Administration	Food and Drug Administration	1986	HE 20.4002:C 73/2
<b>Journey to the Emerald City: Achieve A Competitive Edge By Creating A Culture Of Accountability</b>	Roger Connors and Tom Smith	Prentice Hall Press	1999	HD58.7.C628 1999
<b>The Little Black Book of Project Management</b>	Michael C. Thomsett	AMACOM	2002	HD69.P75T48 2002
<b>The Personal Efficiency Program: How to Get Organized to Do More Work in Less Time</b>	Kerry Gleeson	John Wiley & Sons	2000	HD69.T54G58 2000
<b>Practical Project Management: Tips, Tactics, and Tools</b>	Harvey A. Levine	J. Wiley	2002	HD69.T54G58 2000
<b>Productive Workplaces Revisited: Dignity, Meaning, and Community in the 21st Century</b>	Marvin R. Weisbord	Jossey-Bass	2004	HD31.W424 2004
<b>Project Management for Planners: A Practical Guide</b>	Terry A. Clark	Planners Press, American Planning Association	2002	HD69.P75C522 2002
<b>Project Planning, Scheduling, and Control: A Hands-On Guide to Bringing Projects in On Time and On Budget</b>	James P. Lewis	McGraw-Hill	2005	HD69.P75L493 2005
<b>Revved! An Incredible Way to Rev Up Your Workplace and Achieve Amazing Results</b>	Harry Paul & Ross Reck	McGraw-Hill	2006	HF5549.5.M6P38 2006
<b>The Set-Up-To-Fail Syndrome: How Good Managers Cause Great People to Fail</b>	Jean-Francois Manzoni, Jean-Louis Barsoux	Harvard Business School Press	2002	HF5549.12.M364 2002
<b>Sun Tzu and the Project Battleground: Creating Project Strategy from 'The Art of War'</b>	David E. Hawkins and Shan Rajagopal	Palgrave Macmillan	2005	HD30.28.H387 2005

Book Title	Author	Publisher	Year	Call Number
<b>The Three Signs of a Miserable Job: A Fable for Managers (And Their Employees)</b>	Patrick Lencioni	Jossey-Bass	2007	HF5549.5.J63L46 2007
<b>The Wiley Guide to Managing Projects</b>	Jeffrey K. Pinto	John Wiley & Sons	2004	HD69.P75W552 2004



## Books Available On-Line

[\*\*Achieving Excellence in Management\*\*](#) by Andrew Kilner. Business Expert Press, 2010

[\*\*Awesomely Simple: Essential Business Strategies for Turning Ideas Into Action\*\*](#) by John Spence. Jossey-Bass, 2009

[\*\*The Busy Manager's Guide to Delegation\*\*](#) by Richard A. Luecke and Perry McIntosh. AMACOM, 2009

[\*\*The Definitive Guide to Project Management: The fast track to getting the job done on time and on budget, Second Edition\*\*](#) by Sebastian Nokes and Sean Kelly. FT Press, 2008

[\*\*Fast Projects: Project Management When Time Is Short\*\*](#) by Fergus O'Connell. FT Press, 2009

[\*\*How the Best Leaders Lead: Proven Secrets to Getting the Most Out of Yourself and Others\*\*](#) by Brian Tracy. AMACOM, 2010.

[\*\*Inspirational Manager: How to Build Relationships that Deliver Results\*\*](#) by Judith Leary-Joyce. FT Press, 2009

[\*\*Making Things Happen\*\*](#) by Scott Berkun. O'Reilly Media, Inc., 2008

[\*\*A Manager's Guide to Coaching: Simple and Effective Ways to Get the Best Out of Your Employees\*\*](#) by Brian Emerson and Anne Loehr. AMACOM, 2008

[\*\*Project Management: A Systems Approach to Planning, Scheduling and Controlling\*\*](#) by Harold Kerzner. John Wiley & Sons, 2009

[\*\*Project Management that Works: Real-World Advice on Communicating, Problem Solving, and Everything Else You Need to Know to Get the Job Done\*\*](#)  
By Rick A. Morris; Brette McWhorter Sember. AMACOM, 2008

[\*\*The Project Management Tool Kit: 100 Tips and Techniques for Getting the Job Done Right\*\*](#) by Tom Kendrick. AMACOM, 2010

[\*\*Quick Meeting Openers for Busy Managers: More Than 50 Icebreakers, Energizers, and Other Creative Activities That Get Results\*\*](#)  
By Brian Cole Miller. AMACOM, 2008

[\*\*Real-World Project Management: Beyond Conventional Wisdom, Best Practices, and Project Methodologies\*\*](#) by Richard Perrin. John Wiley & Sons, 2008



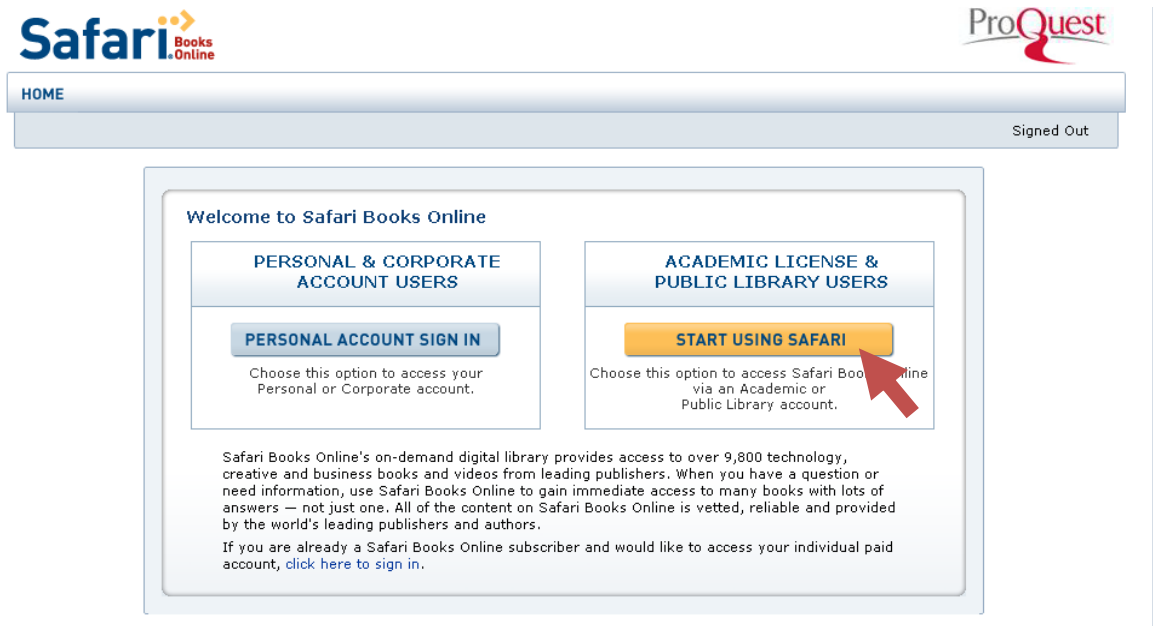
[Real-World Time Management, Second Edition](#) by Roy Alexander and Michael S. Dobson. AMACOM, 2008

[Visual Meetings: How Graphics, Sticky Notes & Idea Mapping Can Transform Group Productivity](#)

By David Sibbet. John Wiley & Sons, 2010

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Video Title	Description	Format/ Length	Year	Call Number
<b>How to Influence Motivation</b>	Shows how managers can foster employee motivation at three crucial stages of job performance: before a new task is begun, while the task is in progress, and after a task has been completed.	VHS/31 Minutes	1986	HF5549.5.M 63H695 1986
<b>It's a Way Not a Day: Bringing your Values to Life</b>	In It's a Way Not a Day, learn how to anchor your values in the hearts and minds of your staff with three key strategies: Proclaim it, live it, [and] celebrate it. As your values become a way of life, not just an occasional day, you'll increase trust, accountability, clarity, appreciation and, most of all, performance."	DVD/22 Minutes	2010	HM791.187 2010
<b>Project Management: Leading a Project Team</b>	Not everyone who has to manage a project knows how to do it well. Bad management skills can be a costly drain on time and money, causing frustration and stress for everyone concerned. This program provides a complete solution to these issues, exploring the techniques for project leaders to better manage their team, and so meet the project's objectives.	2 DVD's/ 57 Minutes	1999	HD69.P75P 765 1999
<b>The Helping Hand: Coaching Skills for Managers</b>	This two-part program looks at the manager's direct role in coaching staff. It shows how they can win the confidence and support of their employees by coaching them to cope more effectively with existing tasks and new responsibilities. The steps for a coaching session include: identify the goals for the task and for the coaching session; listen actively; draw out the consequences of actions by asking questions; share experiences, including mistakes; set the parameters of the staff member's tasks and responsibilities; authorize and empower the staff member; recap the meeting and confirm actions to take before the next meeting.	DVD/ 38 Minutes	2007	HD30.4 .H45 2007
<b>The Pygmalion Effect: Managing the Power of Expectations</b>	Trainees get a complete overview of the Pygmalion effect through real-life examples, dramatic vignettes and scenes from the classic movie Pygmalion, where individuals are transformed through the positive (or negative) expectations of another	VHS/DV D 34 Minutes	2001	HF5549.5.M 63P93 2001

## **Podcasts**

Search for free podcast downloads on thoroughness in civil service at [\*\*iTunes University\*\*](#)



## On-Line Courses for a Fee on Thoroughness

### California Virtual Campus

The California Virtual Campus is an online site to help individuals find long distance learning throughout California. Their course catalog helps individuals find online courses that are available at the various California Schools.

Phone Number: (530) 879-4085

Online Contact: <http://www.cvc.edu/contact/>

### OTech - Training & Event Center, HALO (High Achievement Learning Organization) “Office Desk Courses”

HALO (High Achievement Learning Organization) delivers thousands of online courses and resources to your employees in a connected collaborative environment. With HALO, users can receive training and discuss best practices around specific content. OTech brings you HALO through the LearningPASS program, which offers other training services at deep discounts and no contracts.

Phone Number: (916) 464-7547

Email: [training@state.ca.gov](mailto:training@state.ca.gov)

# Instructor-Led Courses for a Fee on Thoroughness

## [American River College](#)

American River College offers instructor- led and on-line classes that help people prepare for new careers and enhance with current job skills.

Phone Number: (916) 484-8011

Online Contact: [info@arc.losrios.edu](mailto:info@arc.losrios.edu)

## [College of Continuing Education, California State University Sacramento \(CSUS\)](#)

The College of Continuing Education at CSUS provides workshops, courses, training programs, and seminars to help adults enhance their careers and improve their job skills.

Phone Number: (916) 278-4433

On-line contact: [http://www.cce.csus.edu/general\\_info/contactus.htm](http://www.cce.csus.edu/general_info/contactus.htm)

## [Centre For Organizational Effectiveness](#)

The Centre For Organizational Effectiveness provides academies and programs on management, organizational development, specialized leadership development, and training programs.

Phone Number: (858) 534-9119

Online Contact: <http://www.tcfoe.com/contact.html>

Email: [info@tcfoe.com](mailto:info@tcfoe.com)

## [Cooperative Personnel Services \(CPS\)](#)

CPS specializes in training public sector employees and meeting staff needs for each organization. CPS offers certificate programs to help employees advance in their careers.

Phone Number: (916) 263-3614 Option 3

Email: [trainingcenter@cps.ca.gov](mailto:trainingcenter@cps.ca.gov)

Website: [www.cps.ca.gov/training.aspx](http://www.cps.ca.gov/training.aspx)

- Completed Staff Work (2 days)
- Communicating with Data (1 day)

- Time Management (1 day)

### **Folsom Lake College**

Folsom Lake College has been developing Career Technology Programs that are designed to help individuals use real world skills and utilize those skills in the workplace.

Website: <http://www.flc.losrios.edu/>, [Career Technology Programs](#)

Phone Number: (916) 608-6687

Online Contact: [http://www.flc.losrios.edu/Contact\\_Us.htm](http://www.flc.losrios.edu/Contact_Us.htm)

### **Los Rios Community College District, Business and Economic Development Center (BEDC)**

BEDC offers training at their worksite in Sacramento and at the employer's worksite. BEDC will customize training to meet the employer's needs.

Phone Number: (916) 563-3230

Email: [WinnerB@losrios.edu](mailto:WinnerB@losrios.edu)

### **OTech Training Center**

The Office of Technology Services (OTech) Training & Event Center provides professional low-cost information systems, business professional development and management training to state, federal, and local government agencies.

Phone Number: (916) 739-7502

Email: [Training@state.ca.gov](mailto:Training@state.ca.gov)

Website: [www.training.ca.gov](http://www.training.ca.gov)

- Delegation Inspiration Prioritization (1 day)

### **State Personnel Board (SPB)**

State Personnel Board offers training courses that range from Upward Mobility, to the Analyst Series Certification, Supervisory Training, Equal Opportunity Academy, and more.

Phone Number: (916) 653-2085

Email: [ttp@spb.ca.gov](mailto:ttp@spb.ca.gov)

Website: [www.spb.ca.gov](http://www.spb.ca.gov)

- Making it Happen: The Application and Enhancement of Supervisory Skills- part of the 80 hours series (2 1/2 days)
- Completed Staff Work (2 days)
- Critical Thinking (1 day)